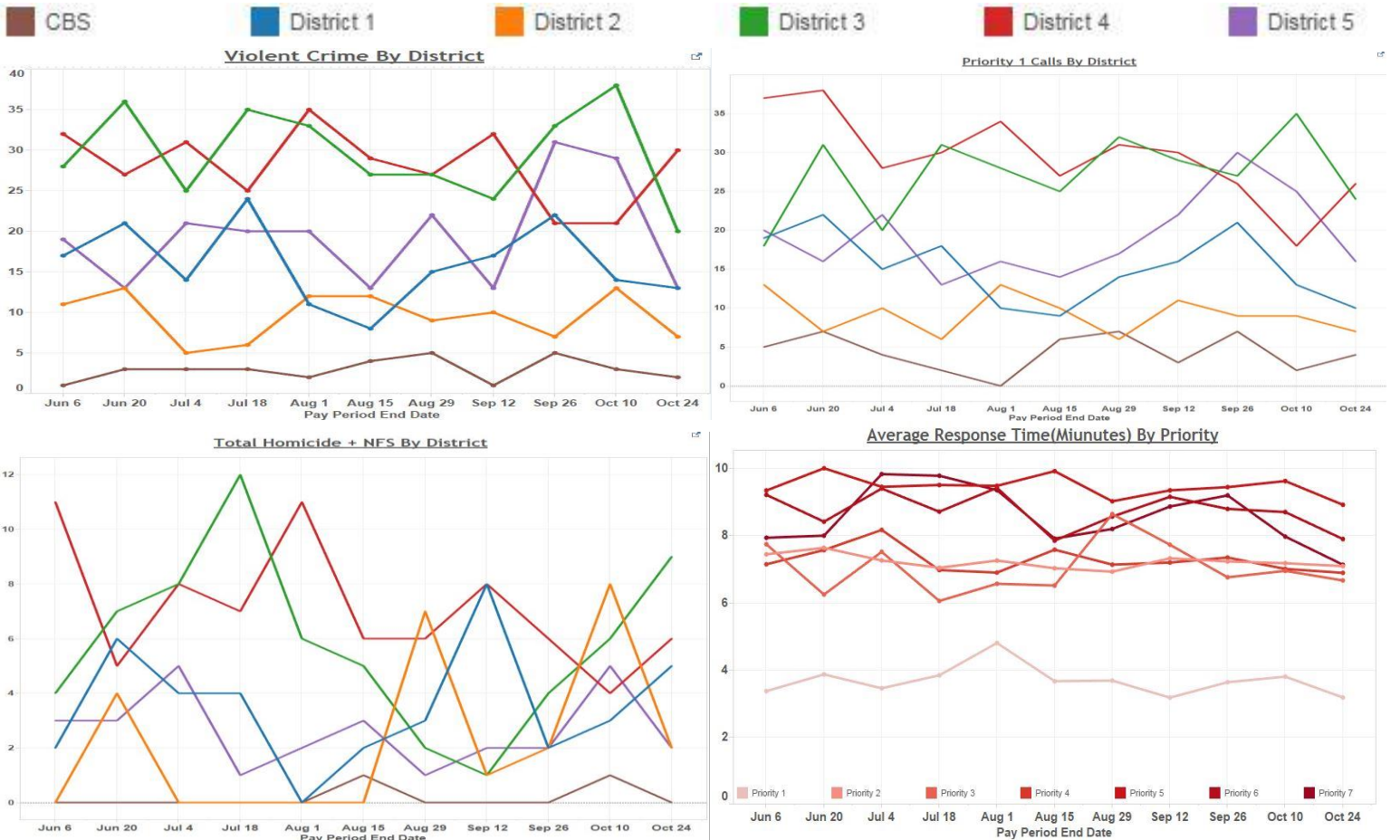
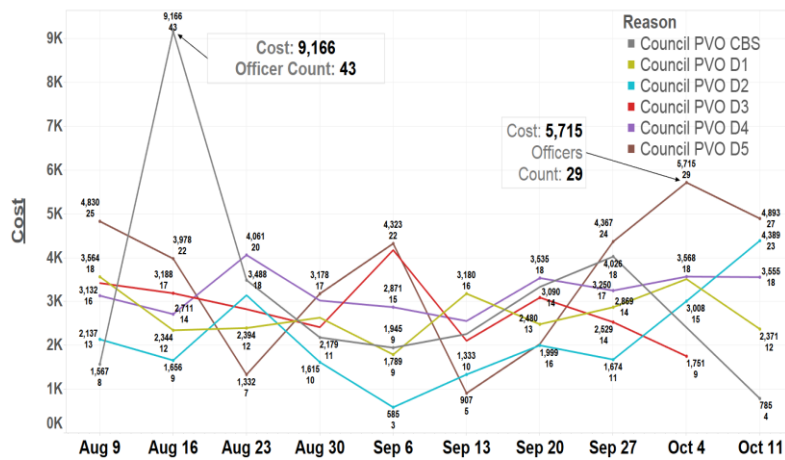


Meeting Summary.

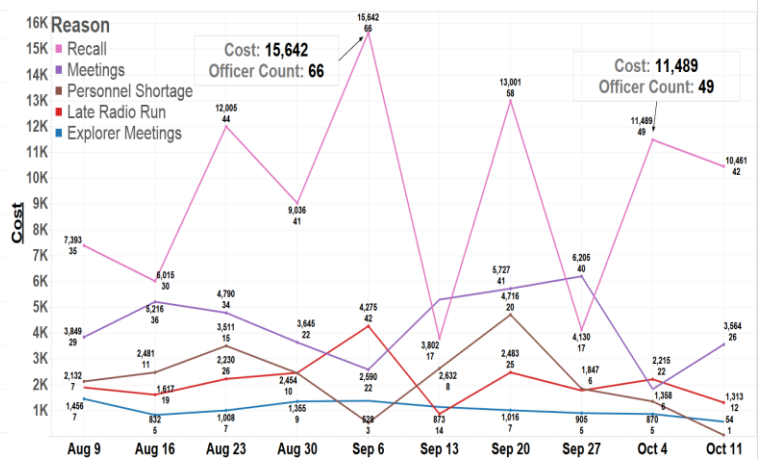
Following is a summary of the issues discussed at the PoliceStat meeting on October 29, 2015. Analysis provided by the Office of Performance and Data Analytics.



PVO Usage by District: \$ Spent and Officer count(Weekly 2015)



OVERTIME BY TYPE: \$ SPENT AND OFFICER COUNT(Weekly 2015)



PLACE-BASED STRATEGIES: CURRENT AND IDEAL STATES

Goal: OPDA is working with CPD to ensure efficient coordination and integration of existing strategies, resources and stakeholders aimed at reducing crime.

During our last meeting CPD provided a high-level presentation of two main components of its problem solving strategy: place based strategies and offender-based strategies, more commonly known as (CIRV). Today, our next meeting will be aimed at educating the panel on place-based strategies specifically.

- **Project selection.** Given all the potential areas of focus for CPD, prioritizing and selecting the placed-based projects with most return on investment is essential. To ensure strategic selection, we must first understand what are the best sources/leads for potential projects.

1. What are the main/best sources of ideas for place-based initiatives? If it has been locations with disproportionate calls for service in the past, what should it be in the future?

Historically, there has been an emphasis on repeat calls for service, shootings, and gang territory. Future projects should determine how to prioritize, city-wide by emphasize chronically/historically violent locations.

2. How are ideas collected/vetted prioritized? Does a particular unit in the department maintain this list?

Currently, there is no city-wide vetting, but districts analyze locations for repeat calls for service or other chronic problems usually through the problem solving database or STARS.

3. What is the approval process for projects?

Currently through STARS: data analyst, project lieutenants, captains with Assistant Chief/Chief

- **Project implementation.** To enable the coordination and integration we seek, a first step requires laying out all the different players, their roles, the information required to make decisions, etc. Only when we have a complete picture of the resources required for a successful program can we better organize and deploy them.

1. Are projects managed at the department level, district level by District Commanders? The neighborhood level by supervisors?

Captain/Lieutenant level management

2. At what point in the project are other city departments or external partners engaged?

SARA- When problems are recognized that are primarily addressed by other departments or require specialized skills

3. What personnel are assigned to these initiatives? Do these initiatives have any full time staff? Are there assigned leads/units for each initiative?

No full time staff, projects are often assembled ad hoc, usually comprised of neighborhood liaison officers

All future projects need investigative support (Vice, Narcotics, VCS)

4. Who are the key people involved in each initiative?

- a. **Police**
 - i. **Captain**
 - ii. **NLU**
 - iii. **Data analyst/intelligence support**
 - iv. **Investigative assets**
- b. **Law Department**
- c. **Health Department**
- d. **Buildings Department**
- e. **Fire Department**
- f. **Public Services Department**

5. Who are the key external partners?

For residential rental: Legal Aid, HOME, Coalition for the Homeless

Other: Economic Development Department, Port Authority, Habitat for Humanity, community redevelopment corporations, Uptown Consortium, 3CDC, Model Group, Greater Cincinnati and Northern Kentucky Apartment Owners Association, etc.

6. Do place-based initiatives share information with other departments/initiatives?

Yes, but not coordinated

- **Aftercare programs.** To achieve their crime-reduction goal, place-based strategies must have an aftercare program in place to sustain the changes gained from the intervention. Such programs appear to be a crucial component of implementation.
- **Current and ideal states.** As the subject matter experts, CPD has extensive insight regarding how place-based strategies could be improved to make them more effective and sustainable.

1. What are the main problems with the current place-based initiatives?

- **No existing model or best practices for institutional placed-based policing initiatives**
- **Lack of appropriate unit involvement and trained personnel**
- **Better understanding of data to choose projects**

- **Lack of consistent aftercare/sustainability**
 - **Overemphasis on patrol/NLU to solve problems**
 - **Lack of clear goals: Reduction in violence? Homicides? Quality of Life? Community engagement? Education/Training for Place-Managers?**
2. What is the ideal (future state) for place-based strategies?
- **Starting with a partnership with academics to create a thoughtful and comprehensive strategy**
 - **Create model for data analysis and prioritization**
 - **Coordinating this effort with CIRV to achieve efficiency**
 - **Developing Strong community partnership to satisfy Collaborative Agreement**
 - **Create better training/resources in the City administrative to deploy, both inside and outside CPD**
 - **Does there need to be a board similar to CIRV?**

VIOLENT CRIME RESPONSE (VCR) TEAM UPDATE.

Goal: Update the City Manager on the newly-created VCR team.

During the previous meeting, we discussed the creation of a Violent Crime Response team as part of CPD's operations. Today, we would like to provide the City Manager with an overview of the work thus far.

Mission

- Vision/Objective
 - Reduce violent crime
- Goals
 - Reduce homicides, shootings, robberies, violent crime (Citywide, Focus Neighborhoods, and Focus areas)

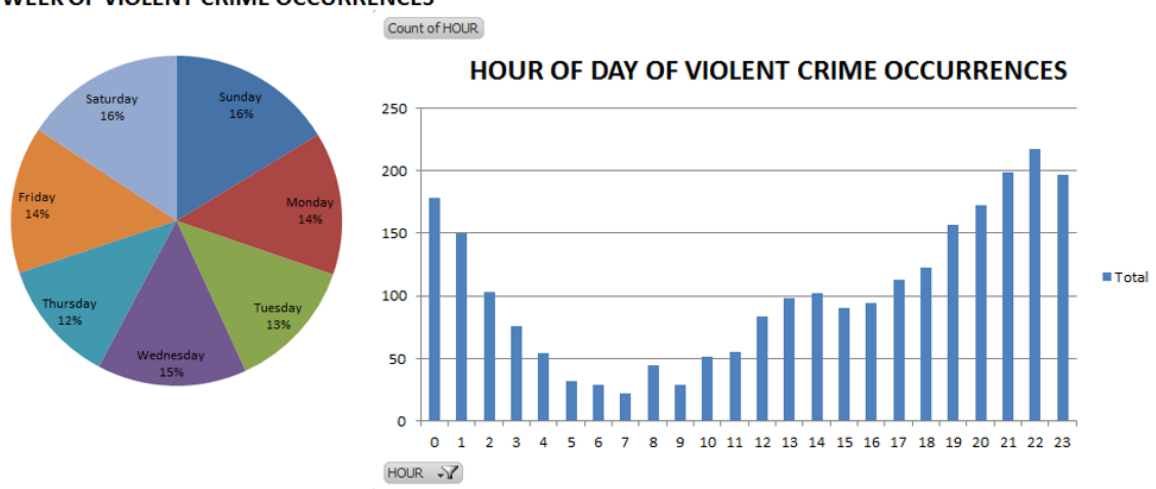
Team Composition

Gang Enforcement Squad	17
Fugitive Apprehension Squad	5
District Violent Crime Squads	26
Vice	4
Traffic	4
Homicide	2
Financial Crimes	1
Real Time Crime Center	1
Supervisors	13
Analyst	1
Total	74

Deployment

OCTOBER 1, 2014 – OCTOBER 1, 2015

DAY OF WEEK OF VIOLENT CRIME OCCURRENCES



	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1100-1900	O	O	X	X	X	X	X
1600-2400	X	X	X	X	X	O	O

Data-Driven Approaches to Crime and Traffic Safety

- Strategies (60-90 Day)
 - DDACTS, hotspot directed patrols (overt and covert), Focused offender enforcement, intelligence gathering.
- **Benchmarks and metric**
[Additional slides to be included]

Measures

Outputs	Outcomes (at City, Focus Neighborhood, and Focus area level)
Directed patrols (counts)	Homicides
Gun recoveries	Shootings
Felony Arrests	Robberies
Drug Seizures	Violent Crime
Assets Forfeited	
Federal Prosecution	
Quality – key arrests/ intelligence gathered	

- Top 24 – two arrests in first week
- Significant items of interest
 - 3 First degree felony arrests
 - 4 guns seized
 - 1 kilo of Heroin seized
 - \$46,000 seized

DEPARTMENT INFORMATION TECHNOLOGY.

Goal: Ensure technology-based solutions are used to free up officers' time, free up admin staff time, and provide management with accurate and timely information about their operations.

From our very first meetings, we have continued to discuss how various technology-based solutions can support the work of the Department. Today, CPD will provide updates on the progress of select items.

- **Field Based Reporting.**

Data Transfer. Motorola engineers spent Thursday and Friday examining our in car field reporting process from the MDC in the car to the server at Radcliff. They were able to capture the data packets from reports and see how they were sent from point to point. They gathered the data and are currently examining it. They will prepare a final report with their findings and get to us by October 30th. We will then sit down and address the issues. On another note, Lt. Carmichael has visited Districts 2, 4, and 5 on second/third shift to meet the officers and see what problems they are having. In most cases, the reports went through but some took longer than others. He did notice some training opportunities while he was out in the field.

Additional Training. Continuing in-service day refresh. Discussion has begun on having an RMS trainer available to schedule classes throughout the year for all RMS users. Technology and Systems Section has been discussing ways to get information out to the users on a timelier basis. Examples would be a regular addition to the Staff Notes, area on CPD Intranet dedicated to RMS issues, etc.

- **Department Technology Solutions.** CPD has a process in place that allows for units/section to fill out a form that explains the technology that they are looking to use and send it through the chain of command to Technology and Systems Section. We then investigate the technology along with the requestor to make sure that what they asked for is what they need. For large purchases (tablets, body cams, MDCS, etc.) we abide by the city's purchasing policies. All technology requests are routed through ETS before we proceed with purchase, request for bids, etc. Once approved and purchased, Technology and Systems

Section will deploy the technology, usually with assistance from the vendor, ETS, and the Academy if user training is required.

- **CAD Implementation.** CPD provided various pieces of information regarding the implementation of the new CAD. OPA put together the following timeline.

CAD Implementation

	October	November	December	January	February	March	April
Testing							
Training - County							
Builds Reports - CPD							
Training - ECC							
Go Live - City							

CPD Updates

- We are testing the MDC connections which failed the first test two weeks ago. The follow up test have not been rescheduled as of yet.
- There will be some minor changes to what the officers see on the MDC but it should not be major.
- ETS is still working with Tri Tech on the split Brian connection to the County.
- Roy Winston is no longer the City Project Manager Amity Bishop is the Project Manager.

ECC Updates

- We are working on CPD and UC boundaries for configuration and response plan testing.

RECRUIT CLASS UPDATE

The Department would like to request input from the City Manager on specific areas of the recruiting process.

106th Class is on target to start January 4, 2016

- Class size is 55 (15 from grant)
- Currently working on physicals
- Orientation scheduled for December 5, 2015

107th Class is tentatively scheduled for July 17, 2016 (2 weeks after the 106th graduates)

- Need confirmation from Council as soon as possible on class size and start date
- Will use current list (expires January 4, 2016)
- start with top 25% which takes us to #393 (score 72.83) out of 625 (bottom passing score 60.33) on the list and continue to go down this list as people withdraw or are rejected for criteria violation

108th Class will need a new list

- The exam date was changed from October-November 2015, to March-April 10, 2016
- Posting extended through December 31, 2015
- Assuming we have an eligible list by May 2016, the next class could be seated May-June 2017

Timeline for 107th Police Recruit Class Starting July 17, 2016 (List expires Jan 4, 2017)

Years	2015			2016							2017
Timeline for Police Recruit Exam Process	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Round Robins and CSC Appeals											
Additional Review of PHQs											
Additional Basic Background											
Additional Polygraphs (4 hours each/max of 16 per week)											
Finish Home Interviews (Includes travel)											
Personal Assessment Inventory (\$50 each)											
One on One with Psychologist (\$500 each)											
Final Reports from Psychologist											
Deadline for Official Approval Needed from Council											
Recruiting Completes Profiles and Recommendations											
Meeting with Police Chief for Selections											
Conditional Job Offers											
Physicals with EHS											
Orientation (one month prior to start date)											
Start Date of Academy											
26 Week Academy Training-Graduation											

Timeline for Police Recruit Exam Process for Potential Calendar Year 2017 Class

Year	2015					2016												2017							
Timeline for Police Recruit Exam Process	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Des	Jan	Feb	Mar	Apr	May	Jun	Jul	Dec
Round Robins and CSC Appeals																									
Addl Push on Recruiting & Announcements																									
Exams (written and physical)																									
PHQs complete																									
Names Certified																									
Basic Background																									
Polygraphs																									
Finish Home Interviews																									
Personal Assessment Inventory (PAI)																									
One on One with Psychologist																									
Final Reports from Psychologist																									
Recruiting Completes Thumbnails and Recs																									
Meeting with Police Chief for Selections																									
Conditional Job Offers																									
Physicals with EHS																									
Orientation (one month prior to start date)																									
Start Date of Academy																									
26 Week Academy Training-Graduation																									

Timeline Legend	
Initial	
Current	

Department Priorities

Part 1 Crime Reduction. Set a goal of a 5% reduction in Part I violent crimes and 3% reduction Part I property crimes in calendar year 2015 compared to calendar year 2014. Target reductions in specific areas and neighborhoods that drive overall crime based on crime analysis. The average year over year decrease in violent crime since 2006 has been 5.38% with a low of an 11.39% increase in 2008 compared to 2007 and a high of a 12.04% decrease in 2011 compared to 2010. The average year over year decrease in property crime since 2006 has been 3.38% with a low of a 1.11% increase in 2011 compared to 2010 and a high of a 10.19% decrease in 2012 compared 2011.

Homicides & Non-fatal Shootings. Within violent crime, there should be a specific focus on reducing the total number of homicides and non-fatal shootings.

Coordination with CIRV. In the effort to reduce violent crime, the Chief should insure the department integrates its deployment strategies with the objectives, goals, measures and strategies of CIRV.

Collaborative Agreements & Manager's Advisory Group (MAG). Continue to monitor and enhance compliance with the objectives of the collaborative agreements using the MAG as a tool for this purpose.

Youth & Community Engagement. Maintain and grow the Department's youth engagement and outreach plan with a focus on developing measures to track the success of these efforts.

Problem Oriented & Place Based Strategies. Continue to use Problem Oriented and Place Based problem strategies to address and reduce crime. Strategies and tactics should be driven by data analysis and be evidence based.

Clearance Rates. Monitor and improve departmental and district clearances rates for Part 1 violent crime categories. In 2014, CPD's clearance rate for homicide was 69.8%, 38.4% for rape, 28.6% for robbery, and 47.8% for aggravated assault. The national average for the four categories respectively in 2013 were 64.1%, 40.6%, 29.4%, and 57.7%.

Department Staffing. Monitor staffing and future anticipated attrition levels to ensure there is a plan in place to maintain the proper officer staffing level.

Information Technology. Conduct an initial assessment of the Department's IT resources and develop a plan for upgrading the Department's assets to increase the efficiency and effectiveness of operations in line with emerging technology trends in law enforcement.

Overtime. While managing deployment to reduce crime, contain overtime costs to help maintain fiscal integrity for the Department and the City. Ensure that we are maximizing the strategic application of overtime.

Procurement Reform and Economic Inclusion. Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.

Customer Service. Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.